NAVAL NETWORK WARFARE COMMAND
STRATEGIC PLAN
2009-2013

...A FRAMEWORK FOR DECISION-MAKING

Executive Summary
Version 4.0
19 February 2009

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Commander's Guidance for 2009

Let me begin by expressing my profound appreciation for the efforts each of you put forward in 2008. As I traveled the domain over the course of the year, I NEVER ceased to be impressed by the quality, focus, determination and dedication of the Sailors and Civilians of our Force. You really are a tremendous Team and I am truly excited about the great things I know you will do in 2009.

You will not find this year's guidance differs markedly from that of 2008. Our Strategic Plan remains sound. The high level priorities I set for NETWARCOM have not changed. We have the right sight picture and are heading in the right direction. My aim for the 2009 guidance is to refine our approach to accomplishing those goals.

For the Headquarters, 2008 was a year marked by significant organizational change. We established the Readiness and Training Directorate to enable our activities as the Navy's Type Commander for C4I. We stood up the Fleet Intelligence Office as our initial step in assuming duties as the Type Commander for Fleet Intelligence. We established the NGEN Fleet Integration and Transition Team to guide Fleet transition activities as we approach the Oct 2010 expiration of the NMCI contract. We took foundational steps to establish a Fleet Electronic Warfare Center. We matured our delivery of specialized space training and direct Fleet space support to deployed maritime forces. These actions were critical in facilitating NETWARCOM's continuing journey from our genesis as a network and communications provider to our future as Navy's and DoD's premier Cyber Force.

In 2009 I anticipate greater focus on Cyber; nationally, within DoD and within Navy. Cyberspace has been defined as "a global domain within the information environment consisting of the interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems and embedded processors and controllers." This description fits our domain to perfection. NETWARCOM has always been a leader in Cyber and is the DoD's premier service cyber-focused organization. NETWARCOM is the DoD EA for Computer Network Operations training. Navy was the first service with an enlisted rating dedicated to Computer Network Operations (CTN). Navy Cyber Defense Operations Command is the first and currently the only Level III certified Computer Network Defense Service Provider in DoD. While the operation and defense of Navy's networks is increasingly critical, our mission is more expansive. NETWARCOM is charged with delivering cyber forces and capabilities to the warfighter to enable them to execute operations, accomplish their mission and truly deliver effects to achieve decision superiority.

Today, NETWARCOM is DoD's only command that combines in a single organization all of the skills necessary to operate across the Cyber domain. The current NETWARCOM mission set, with responsibilities in ALL aspects of IO, including CNO and Information Assurance, already mirrors the mission sets being examined for inclusion in a DoD-level Cyber command. NETWARCOM is operationally aligned to those organizations that execute DoD-level Cyber functions (STRATCOM, NSA/JFCC NW, DISA/JTF GNO) and is organized to respond for Navy when called on.

EVERY NETWARCOM subordinate command contributes uniquely to our Cyber mission. As Cyber becomes an ever more increasing part of our military lexicon, those of us who work in the NETWARCOM domain must begin to think of ourselves not as communicators, cryptologists, intelligence officers, space cadre, or in terms of our RL/URL communities, but as Cyber professionals, a blended Team that delivers fleet readiness and operational capability in Cyberspace.

Priorities for 2009

1. Generate Readiness for the Fleet and Joint Warfighters

Fleet readiness remains our primary deliverable. We made great strides this year in reinforcing NETWARCOM's position as the organization responsible for delivering Fleet C4I readiness. We conducted our first Strike Group assessments of basic phase training readiness and teamed with CSFTL to play a greater role in the evaluation of integrated training. We must build on this foundational work in 2009, expand our activities to include PAC and independent deployers, build more capacity to deliver training in shipboard CND/IA and expand our platform-centric approach to readiness into our NCTAMs and NIOCs ashore. In 2008, we produced our first metrics dashboards for NETOPS and IO Readiness. Refinement of these metrics into "metrics that matter" will continue. In 2009, we will accelerate our ability understand and measure the elements Cyber readiness. Specifically, we must:

- Build a holistic readiness picture for Navy networks afloat and ashore
- Continue to mature the metrics defining IO Readiness
- Continue to mature our space readiness metrics and refine our space support portfolio to reflect operational lessons learned from deployed Strike Groups
- Continue our efforts in legacy network reduction through CARs
- Improve our ability to self-assess
- Develop readiness portfolios for Fleet intelligence, Electronic Warfare, and critical Cyber personnel skills, such as language

2. Direct/Execute Operations that Enable Decision Superiority

Events of 2008 confirmed that centralized planning and direction with efficient decentralized execution is a requirement for operational success in Cyberspace. Those same events demonstrated that we have much work to do operationalizing NETOPS within Navy. Last year's guidance to align our functionality remains valid...perform common functions the same way, regardless of geographic location. Specifically we must:

- Work to resolve existing weaknesses in doctrine and NETOPS C2
- Codify our vision of functionality in the NETWARCOM MOC
- Extend our NETOPS C2 operational model into traditionally non-operational organizations whose networks represent potential areas of vulnerability
- Publish the Fleet Space CONOPS, providing guidance to maritime forces on the effective integration of space effects
- Interact closely with Fleet N-6's and Ech II CIOs

Facile change of INFOCON levels is no longer an exercise, but an operational imperative. Expect increased demand signal from our operational commanders for greater visibility and influence in the operational status of their local networks while Navy leadership will demand that we execute the same function across all Navy networks.

We are the Navy's experts in the delivery of non-kinetic effects. I expect you to work closely with your Navy and Joint customers to understand and meet their operational needs. In areas where their desires may compete or conflict with current doctrine or procedure, let us know so we can help you. We are still learning here and "outside the box" thinking should be welcomed. Operational accountability and excellence in operations should be the norm, do not accept less.

3. Develop the Workforce to Meet Current and Future Requirements

NETWARCOM is blessed with a military and civilian workforce whose technical and leadership skills are second to none. These skills make them equally valuable outside Navy. With such valuable assets at stake, developing and retaining quality individuals should continue to be your top priority. I expect you to have a clear view of your organization's diversity posture, retention trends and an understanding of what is driving them. Know and use your respective forums to communicate your observations so that we can engage on issues which have Navy wide implications. While we have made great strides in alleviating manning shortages in critical areas, many of you remain understaffed with a growing demand signal. Be attentive to what is reasonably executable. Quality manpower metrics are key to helping us define our capacity. A diverse military and civilian workforce is crucial to our future as a Navy. To excel to that end, your participation in efforts to eliminate low representation rates at all levels of the organization are paramount to the success of NETWARCOM, DON and DoD. You should look for opportunities to support diversity efforts, both internal and external to DoD. Your actions will speak louder than your words. In 2009 we will continue to refine our "Employer of Choice" program, reinforce our mentorship efforts, work with OPNAV on the NGEN workforce and "IT of the Future" programs, press for a better Navy-wide "fit" of our valuable space cadre, and develop Intelligence manpower metrics for the Fleet. Navy Core Values and our Navy Ethos are guiding principles that should figure prominently in your command.

4. Deliver Capability at Best Mission Value Through the Enterprise

Naval Network FORCENet Enterprise activity increased in 2008. Our metrics matured, programmatics and cost came under greater scrutiny, and we signed a performance agreement with Navy Total Force for personnel readiness. While much of this activity takes place at the HQ level, I expect you to take an Enterprise approach to day to day activities in your command. Manage with metrics; understand your processes; look for efficiencies that make sense while always putting mission accomplishment first. None of you will have all of the resources you need to do all that we will ask of you. You must have a coherent way to prioritize and Enterprise thinking is perfectly suited to help you make intelligent choices.

Expectations

They have not changed from 2008 and I quote them here for you again:

- First and foremost-view yourself as a warfighter
- Set high expectations…for yourselves and your workforce
- Ask yourself every day how to improve Fleet readiness
- Take care of your workforce
- Don't forget the basics…train…train…train

2009 will present great challenges and even greater opportunities. We start our year at a higher state of network readiness. A new administration assumes the reins; it is unclear how this will impact our strategic priorities. Our economy is in crisis, which may reduce the resources available to us to execute. But execute we will, efficiently and effectively. Our mission remains vital. We provide the Cyber capabilities that make Command and Control possible. Decision Superiority rests with us.

Mission

Deliver integrated cyber mission capabilities in Information Operations, Intelligence, Network Operations and Space that enable warfighters to make timely, accurate and well informed decisions across the full range of military operations. Provide highly trained forces, interoperable and well maintained equipment, and clear processes and governance.

Vision

Deliver integrated cyber capabilities that enable decision superiority for Naval and Joint warfighters.

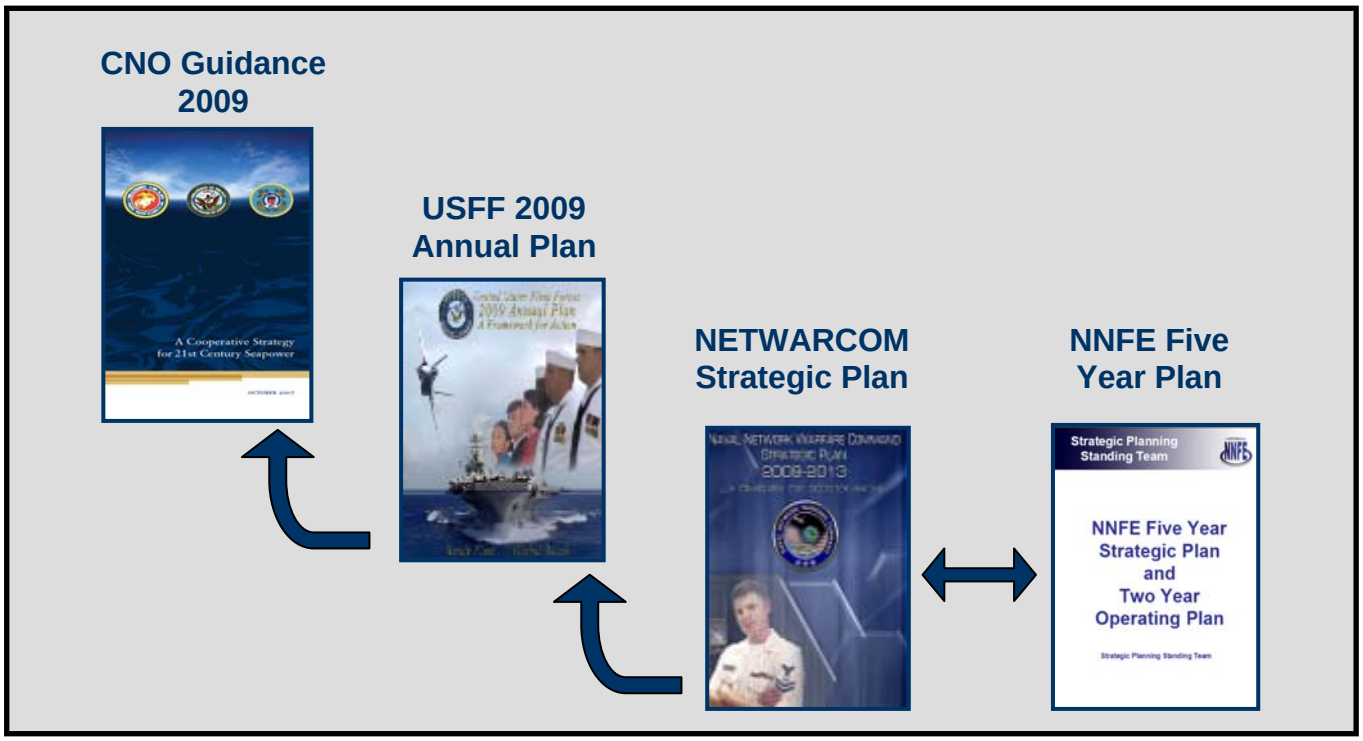
Our Values

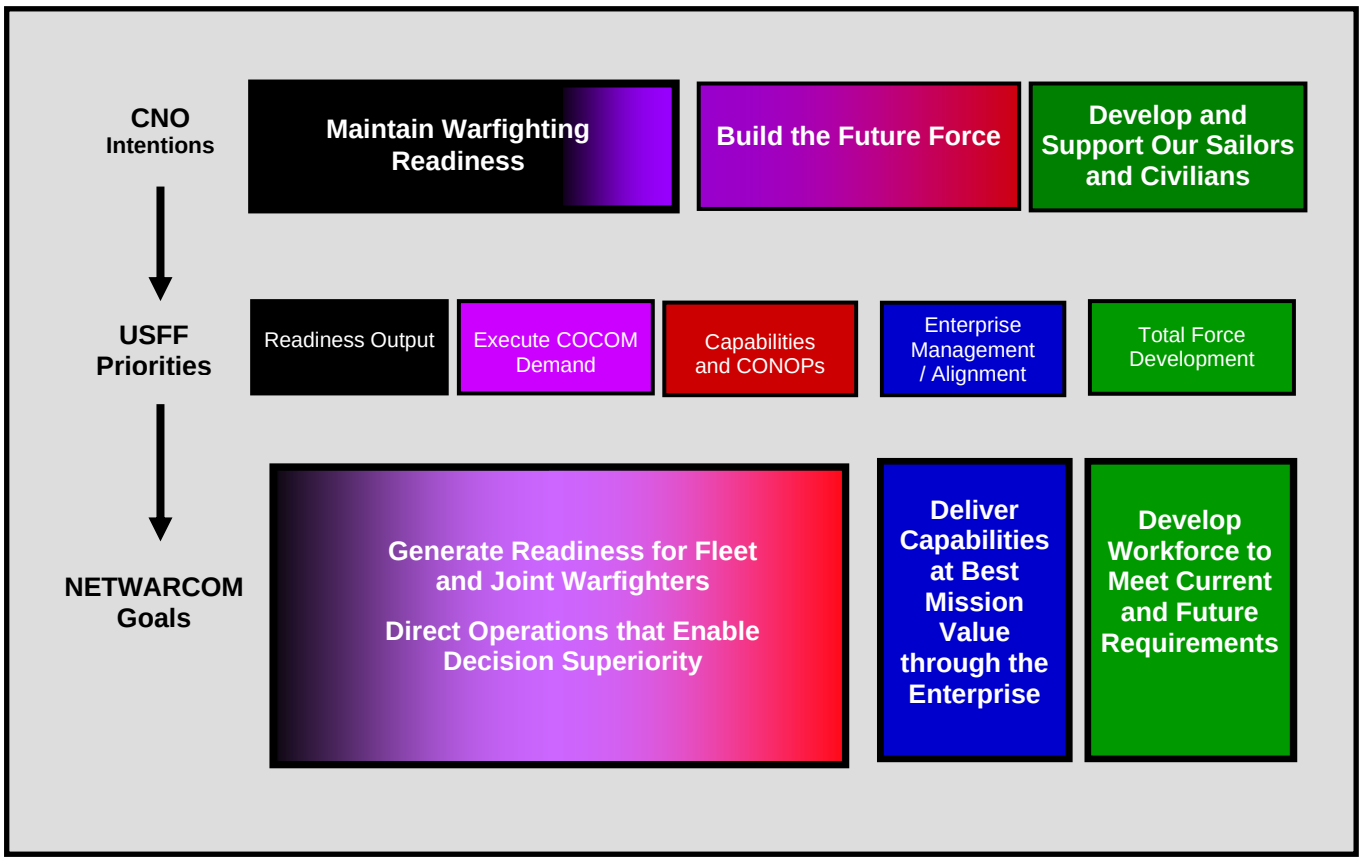
- *We act with the utmost integrity*...through integrity our actions reflect our commitment to Navy's core values.
- *We focus on the fleet / joint warfighter*…connecting and protecting warfighters whenever, wherever.
- *We are agile, responsive and adaptive*...ensuring that our operations and solutions optimize responsiveness to the warfighter.
- *We are a team and lead by example*…focused on making FORCEnet a reality, enhancing every aspect of Naval, Joint and combined operations.
- *We deliver value with our enterprise partners*.
- *We are good stewards of the Navy's resources.*

Strategic Goals

1. Generate Readiness for Fleet and Joint Warfighters.
2. Direct Operations that Enable Decision Superiority.
3. Develop Workforce to Meet Current and Future Requirements.
4. Deliver Capabilities at Best Mission Value through the Enterprise.

NETWARCOM Goal Alignment to Navy Priorities





Goal 1: Generate Readiness for Fleet and Joint Warfighters

Supporting Objectives

Manning

1.1. Evaluate and influence Information Operations (IO), Intelligence (INTEL), Network Operations (NetOps), and Space manning to successfully execute missions. (N1)

1.2 Evaluate and prepare future IO, INTEL, NetOps, and Space workforce requirements to execute missions. (N8)

Training

1.3. Manage the training processes necessary to operate and maintain C5, INTEL, IO, and Space equipment. (N7)

1.4. By October 2010, synchronize and integrate Fleet intelligence readiness capabilities and Intelligence, Surveillance and Reconnaissance (ISR) capabilities with IO, NetOps, and Space. (DFI)

1.5 By December 2011, develop a Navy Computer Network Operations (CNO) Strategy with action plans that fosters a robust CNO capability to achieve superiority and freedom of maneuver in Cyberspace. (N3)

Equipping

1.6. Develop, assess, improve and sustain C5ISR, IO, INTEL, and Space DOTMLPF processes for Navy, Joint and Coalition capabilities. (N4)

1.7. By September 2010, provide ISR advocacy for Naval Component Commanders (NCCs) and MOCs. (DFI)

1.8. Provide Maritime Operations Center (MOC) accreditation and certification support as required by higher authorities' directives. (N3)

Manning, Training and Equipping

1.9. Evaluate and prepare IO, INTEL, NetOps, and Space requirements to execute missions. (N8)

1.10. By June 2010, establish the Fleet Electronic Warfare Center (FEWC). (N3)

1.11. Resolve material and non-material EW deficiencies by integrating disparate Fleet-wide EW organizations and capabilities. (N3)

1.12. By January 2010, facilitate provision of Fleet Intelligence through the engagement of intelligence authorities. (DFI)

Modernization

1.13. Manage C5ISR and modernization required to meet mission objectives. (N4)

Information Assurance

1.14. Perform role of US Fleet Forces Command Information Assurance Manager (IAM). (CIO)

Program Management of Tools

1.15. Manage the Enterprise Program for Navy Collaborative Tools. (CIO)

1.16. Manage the Enterprise Program for Messaging. (CIO)

1.17. Manage the Enterprise Program for Navy Continuous Training Environment, Joint Basing, and Base Communications Office (BCO). (CIO)

Networks

1.18. Serve as coordination lead for US Fleet Forces Command Information Officer (CIO) to include FISMA and Systems/Networks Portfolio Management. (CIO)

1.19. Manage the US Fleet Forces Command Claimancy Program for Navy Marine Corps Intranet Network (NMCI). (CIO)

1.1. Evaluate and influence Information Operations (IO), Intelligence (INTEL), Network Operations (NetOps), and Space manning to successfully execute missions.

Effect: Prescribed levels for manning entitlement / target are met. Fit and training requirements are analyzed to provide a trained and ready workforce. Strategies are assessed for improvement.

- Objective owner: N1

Measures of Performance

- On a monthly basis, 85% of NETWARCOM domain is manned with the right fit as measured by Cognos
- On a monthly basis, NETWARCOM sea duty commands are manned at the entitlement level of 90% of BA as measured by Cognos
- On a monthly basis, NETWARCOM operational shore commands are manned at the entitlement level of 85% of BA as measured by Cognos
- On a monthly basis, non-operational shore commands are manned at 80% of BA as measured by Cognos

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1.2. Evaluate and prepare future IO, INTEL, NetOps, and Space workforce requirements to execute missions.

Effect: Program Objective Memorandum, including N1 (Manpower) and N2 (Military Intelligence Program and National Intelligence Program), receives required manning and training for Headquarters and operational elements (i.e. NCTAMS and NIOCs) to support warfighting.

- Objective owner: N8

Measures of Performance

- On an annual basis, 60% of IO future force structure levels are met
- On an annual basis, 60% of Intel future force structure levels are met
- On an annual basis, 60% of NetOps future force structure levels are met
- On an annual basis, 60% of Space future force structure levels are met
- On an annual basis, 60% of FIT to authorization

1.3. Manage the training processes necessary to operate and maintain C5, INTEL, IO, and Space equipment.

Effect: Training processes are developed, improved and managed to provide a trained and ready workforce.

- Objective owner: N7

Measures of Performance

- On a monthly basis, 80% of Fleet Monthly Inport Training Exercise (MITES) are completed
- On an annual basis, 80% of Fleet FIT requirements (NEC) are met
- On an annual basis, 80% Fleet Non NEC requirements are met

1.4. By October 2010, synchronize and integrate Fleet intelligence readiness capabilities and Intelligence, Surveillance and Reconnaissance (ISR) capabilities with IO, NetOps, and Space.

Effect: Manned, trained and equipped Fleet intelligence forces are provided to Naval Component Commanders (NCCs), MHQ / MOCs and all Type Commanders (TYCOMs) to deliver prioritized, integrated, and aligned intelligence operations and ISR capabilities for the mission(s) assigned.

- Objective owner: Director Fleet Intelligence (DFI)

Measures of Performance

- By March 2009, one intelligence Integrated Training Team course is completed by Carrier Strike Group/Expeditionary Strike Group (CSG/ESG) within the Basic Training/Unit-level phase of the Fleet Readiness Training Plan (FRTP)
- By September 2009, two intelligence Integrated Training Team courses are completed by CSG/ESG within the Integrated/Intermediate phase of FRTP
- By September 2009, afloat Intelligence Specialists (NEC 3923s) certified to perform aim point mensuration by the start of the Integrated/Intermediate phase of FRTP
- By September 2009, Special Security Assistant (SSA) Yeoman (NEC 9190) are performing all required Special Security Officer (SSO)/SSA functions afloat needed to maintain a fully accredited Sensitive Compartmented Information (SCI) program for SCI-capable ships in accordance with NAVSUP to DOD5105 (M1)
- By December 2009, a process is developed and implemented to ensure 90% of onboard afloat manning holds required Navy Enlisted Classification codes (NECs) by start of the Integrated phase of FRTP

- By December 2009, a process is developed and implemented to ensure 100% of intelligence and cryptologic installs required are completed and tested using System Operational Verification Testing (SOVT) by beginning of Composite Training Unit Exercise (COMPUTEX)
- By January 2010, a process is developed and implemented to ensure 100% successful completion of required integration tests across afloat intelligence and cryptologic systems as assessed by Deploying Systems Integration Testing (DGSIT)

1.5. By December 2011, develop a Navy Computer Network Operations (CNO) Strategy with action plans that fosters a robust CNO capability to achieve superiority and freedom of maneuver in Cyberspace.

Effect: The CNO Force is capable of meeting evolving Fleet, Joint and national priorities and demands. Training and certification programs are responsive to Fleet requirements and technology developments.

- Objective owner: N3

Measures of Performance

- By December 2010, a CNO requirements process is developed and implemented to ensure 100% of fleet and national requirements are vetted, and where possible, validated and supported
- By December 2010, requirements are provided for Center for Information Dominance (CID) to develop a CNO Workforce Curriculum, a career incentive program, and a Job Qualification Requirements (JQR) program for Officer, Enlisted, and Civilian personnel
- By December 2011, 100% of established CNO force build-out goals are met across FYDP
- By December 2011, 100% of manpower and skill set requirements for CNO Force are met as measured by fit/fill in Cognos
- By December 2011, a proficiency program is developed and implemented for CNO Force to measure technical expertise on an annual basis

1.6. Develop, assess, improve and sustain C5ISR, IO, INTEL, and Space DOTMLPF processes for Navy, Joint and Coalition capabilities.

Effect: Processes assessed and improved to ensure all C5ISR, IO, INTEL, and Space capabilities are available on demand.

- Objective owner: N4

Measures of Performance

- On an annual basis, 100% of system / equipment installs are managed in accordance with Navy C5ISR Modernization Conference (NCMC) schedules
- On an annual basis, 90% of Fleet C5ISR, IO, INTEL, and Space training is completed
- On an annual basis, 80% of required product line personnel are available to execute missions
- By December 2009, readiness doctrine is developed based on outside inspection results

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1.7. By September 2010, provide ISR advocacy for Naval Component Commanders (NCCs) and MOCs.

Effect: Navy operating forces are provided with an advocate for ISR development, integration and fielding.

- Objective owner: DFI

Measures of Performance

- By October 2009, a lessons learned/feedback process is developed to support documentation of ISR capability requirements
- By May 2010, using the capability requirements documentation, mechanisms are established to capture, develop, and modify Fleet ISR capabilities
- By September 2010, metrics are developed for NCCs, MHQ/MOCs and Navy TYCOMs' satisfaction with integrated ISR capabilities to include all aspects of the Tasking, Processing, Exploitation and Dissemination (TPED) cycle

1.8. Provide Maritime Operations Center (MOC) accreditation and certification support as required by higher authorities' directives.

Effect: MOC operational baseline requirements are established. NetOps, Space and Information Operations processes are certified.

- Objective owner: N3

Measures of Performance

- By August 2009, develop process and procedures related to accreditation and certification of MOCs

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1.9. Evaluate and prepare IO, INTEL, NetOps, and Space requirements to execute missions.

Effect: Communications, IO, INTEL, Networks, and Space requirements are prepared through use of the User Needs Tracking System (UNTS), Satellite Data Base (SDB) and other methods to capture concerns and requirements. End-to-end gap assessments are supported. An integrated capabilities list is developed. Enterprise critical concerns are promoted with an Integrated Priority List (IPL).

- Objective owner: N8

Measures of Performance

- On a monthly basis, 80% of Urgent User Needs Statements (UNS) are resolved
- On an annual basis, 90% of Fleet-originated User Needs are validated by the UNTS Executive Configuration Control board (ECCB)

1.10. By June 2010, establish the Fleet Electronic Warfare Center (FEWC).

Effect: Cross-platform Electronic Warfare (EW) Fleet integration is improved and Navy-wide EW awareness and readiness is increased.

- Objective owner: N3

Measures of Performance

- On an annual basis, FEWC maturity maintains pace with EW Maturity Model
- By December 2009, 100% of FEWC Manpower Analysis-verified EW billets are included in the POM 12 submission
- By June 2010, 100% of the FEWC Strategic Implementation Plan (SIP) is completed

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1.11. Resolve material and non-material EW deficiencies by integrating disparate Fleet-wide EW organizations and capabilities.

Effect: Fleet-wide EW readiness is improved through resolution of material and non-material EW DOTMLPF deficiencies by leveraging the collaborative efforts of the FEWC-led EW Fleet Collaborative Team and EW Integration and Improvement Program.

- Objective owner: N3

Measures of Performance

- On an annual basis, 100% of TYCOMS and Numbered Fleets provide EW inputs into the USFF requirements process via Integrated Priority Capabilities Lists (IPCLs)
- On an annual basis, 100% of assigned EW doctrine, policy and tactics, techniques, and procedures (TTP) are reviewed and updated as needed to ensure currency within two years
- By March 2009, a process is developed and implemented for increasing EW-qualified personnel assigned to critical Fleet EW-coded billets
- By June 2009, a process is developed and implemented for increasing EW training events conducted across the Fleet Readiness Training Plan (FRTP)

1.12. By January 2010, facilitate provision of Fleet Intelligence through the engagement of intelligence authorities.

Effect: Combatant Commander Joint Intelligence Operations Centers and the Navy's Office of Naval Intelligence are able to more completely satisfy intelligence requirements of Fleet users for relevant, timely intelligence in the most useful formats.

- Objective owner: DFI

Measures of Performance

- By May 2009, Fleet authoritative guidance is produced on how to register intelligence requirements, through review of all standing guidance from Joint and Navy intelligence production centers
- By January 2010, intelligence requesting processes are institutionalized in training through participation in curriculum reviews
- By January 2010, unfunded requirements for developing C4I automated tools to support users are submitted to appropriate organizations through the ISR Fleet Collaborative Team (FCT) participation
- By January 2010, a mechanism is developed to enable both Fleet users and the NCCs and MHQ with MOC Senior Intelligence Officers (SIOs) to monitor satisfaction of validated intelligence requests

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1.13. Manage C5ISR modernization required to meet mission objectives.

Effect: Equipment installations occur in concert with trained manpower available to operate and maintain equipment before deployment the C5I Material Assessment Readiness Process (MARP).

- Objective owner: N4

Measures of Performance

- During each inter-deployment training cycle (IDTC), 100% of C5ISR installations are managed in accordance with the target configuration date (TCD)
- During each inter-deployment training cycle (IDTC), 100% of system operation verification and testing (SOV&Ts) are processed and tracked to completion

1.14. Perform role of US Fleet Forces Command Information Assurance Manager (IAM).

Effect: Information Assurance strategies and tools for USFF claimancy have been implemented and are overseen to promote a sound Information Assurance posture.

- Objective owner: CIO

Measures of Performance

- On a quarterly basis, 85% accreditation compliance is ensured in accordance with the Federal Information System Management Act (FISMA)
- On an annual basis, 70% of USFF Claimancy Information Assurance and Information System Security personnel are certified in accordance with DOD 8570.01-M
- On an annual basis, 96% of USFF Claimancy complete IA User Awareness Training is ensured in accordance with FISMA

1.15. Manage the Enterprise Program for Navy Collaborative Tools.

Effect: Cost efficient, effective collaborative tools are available to users across Navy enterprise.

- Objective owner: CIO

Measures of Performance

- On an annual basis, 80% of collaboration requirements are met through applications available on Navy networks as measured by User Needs Tracking System (UNTS)
- On an annual basis, use of collaborative applications, not in standard tool package, are reduced by 10% use by the fleet as measured by inventory numbers
- On an annual basis, streamlined automated business processes are provided in support of NETWARCOM's mission as measured by customer feedback

1.16. Manage the Enterprise Program for Messaging.

Effect: Program management for global Naval messaging is provided and official information exchange requirements are met.

- Objective owner: CIO

Measures of Performance

- By October 2010, a 40% reduction is achieved in messaging assets and requirements as measured by reduction of equipment
- By October 2010, a 15% reduction is achieved in the number of Address Indicator Groups (AIGs) and Collective Address Designators (CADs) as measured by collectives database
- By October 2010, a 20% reduction is achieved in the number of messages routed by Classified and Unclassified DMS messaging domains as measured by message system throughput

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1.17. Manage the Enterprise Program for Navy Continuous Training Environment, Joint Basing, and Base Communications Office (BCO).

Effect: Program management and oversight for Base Communications, support to Joint Basing initiative, and telephony services are provided. Network and circuit management for the Navy Continuous Training Environment (NCTE) network in support of Fleet Synthetic Training (FST) is provided.

- Objective owner: CIO

Measures of Performance

- On an annual basis, circuits are provisioned and network connectivity is provided in support of Fleet Synthetic Training exercises within published guidelines
- On an annual basis, 98% transport availability for exercises is ensured as measured by FST participant feedback
- By June 2009, consistent guidance and instructions for BCO operations world-wide is developed and maintained
- By October 2009, a regionalization plan for BCOs is developed

1.18. Serve as coordination lead for US Fleet Forces Command Information Officer (CIO) to include FISMA and Systems/Networks Portfolio Management.

Effect: Federal Information Security Management Act (FISMA) compliance requirements are met and the number of USFF Claimancy legacy networks is reduced.

- Objective owner: CIO

Measures of Performance

- On an annual basis, 85% compliance with FISMA and DON Chief Information Officer (CIO) IT Policy Guidance 2009 is achieved
- On an annual basis, 90% of systems requiring accreditation have a current security review in accordance with DoDI 8500.2
- On an annual basis, 90% of systems requiring accreditation have a current contingency plan in accordance with DoDI 8500.2
- On an annual basis, 90% of systems requiring accreditation have a current security controls test in accordance with DoDI 8500.2
- By September 2009, a 35% reduction of USFF CONUS legacy networks is achieved in accordance with CNO Goals

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1.19. Manage the US Fleet Forces Command Claimancy Program for Navy Marine Corps Intranet Network (NMCI).

Effect: Program management and oversight of the Navy Marine Corp Intranet (NMCI) for USFF to include NMCI requirements analysis and validation has been implemented. Echelon III's are informed on NMCI policy, guidance and direction on the management of user accounts, file shares, and applications.

- Objective owner: CIO

Measures of Performance

- On a monthly basis, 98% of invoices are validated and approved with no accrued interest charges as measured in E-Market Place
- On a quarterly bases, 90% of dormant accounts are reduced as measured in E-Market Place
- On an annual basis, 98% of NMCI orders are validated and approved as measured in E-Market Place
- On an annual basis, 98% of USFF Echelon III commands are provided with funding controls as measured in E-Market Place
- On an annual basis, 95% of eligible technical refresh seats are deployed as measured by NMCI asset center and enterprise schedule
- By October 2009, new file management tools are implemented for 80% authorized file share space

Goal 2: Direct Operations that Enable Decision Superiority

Supporting Objectives

Operations Planning

2.1. Ensure integration of IO, INTEL, NetOps, and Space in Navy, Joint, Allied/Coalition, Combatant Commander (COCOM), and Navy Component Commanders (NCC) current and future operations planning (OPLANs) documents. (N5)

Operations Policy

2.2. Provide policy and implementation guidance for IO, INTEL, NetOps, and Space to ensure compliance with OPNAV, DOD and other higher level policy. (N5)

2.3. Review, develop and/or revise policies in support of IO, INTEL, NetOps, and Space based on policy gaps identified. (N5)

2.4. By December 2009, standardize day-to-day IO, INTEL, NetOps and Space policies and procedures. (N5)

2.5. Review, develop and/or revise Doctrine/Tactics, Techniques, and Procedures (TTP) in support of IO, INTEL, NetOps, and Space based on TTP gaps identified. (N5)

IO Operations

2.6. Provide Information Operations and SIGINT expertise, planning and support to Operational Commanders and supported national entities. (N3)

2.7. By September 2010, promote within the Navy a culture of global awareness of information operations from operational impacts and their transregional implications. (N3)

Network Operations

2.8. Ensure the availability and security of the Navy's portion of the Global Information Grid (GIG). (N3)

2.9. By October 2010, develop a coordinated executable strategy to ensure effective operational transition from NMCI to NGEN. (FITT)

2.10. By October 2010, provide the appropriate level of effective NMCI Command and Control. (FITT)

Space Operations

2.11. Provide and maintain space and network situational awareness, subject matter expertise, and reachback support to operating forces and staffs. (N3)

Information Assurance

2.12. In support of managing risk to Navy Networks, conduct accreditations to meet Federal Information Systems Management Act (FISMA) goals and complete transition to DOD Information Assurance Certification and Accreditation Program (DIACAP). (DAA)

2.13. By January 2010, develop and maintain a compliance and assessment program to ensure the security of our networks and minimize risk to the GIG. (N3)

2.1. Ensure integration of IO, INTEL, NetOps, and Space in Navy, Joint, Allied/Coalition, Combatant Commander (COCOM), and Navy Component Commanders (NCC) current and future operations planning (OPLANs) documents.

Effect: Current and future OPLANs are coordinated, aligned, and deconflicted.

- Objective owner: N5

Measures of Performance

- On an annual basis, 100% participation is achieved in ongoing COCOM (USSTRATCOM) planning evolutions requiring USFF N6/NETWARCOM support as measured by Navy input into joint planning documents
- On an as-needed basis, input is provided and/or required action is completed for 100% of Fleet Forces tasking to the Joint & Fleet Plans Working Group (JFPWG)
- By December 2009, a performance measurement methodology is developed to ensure the integration of IO, INTEL, NetOps, and Space into current and future OPLANs
- By December 2013, 100% of COCOM OPLANs are reviewed and NETWARCOM's ability to meet C4I requirements is verified as measured by an annual review

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2.2. Provide policy and implementation guidance for IO, INTEL, NetOps, and Space to ensure compliance with OPNAV, DOD and other higher level policy.

Effect: Timely policy and implementation guidance is delivered to the Fleet that ensures compliance with higher level policy.

- Objective owner: N5

Measures of Performance

- Implementation guidance is delivered within 90 days once higher level policy is released

2.3. Review, develop and/or revise policies in support of IO, INTEL, NetOps, and Space based on policy gaps identified.

Effect: Timely policy is delivered to Fleet in response to gaps identified through various working groups, conferences, lessons learned, and Fleet feedback.

- Objective owner: N5

Measures of Performance

- On an annual basis, 100% of Navy IO, INTEL, NetOps, and Space Lessons Learned are reviewed to identify policy gaps
- On an annual basis, a final draft policy is provided to releasing authority within 60 days of a policy gap being identified

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2.4. By December 2009, standardize day-to-day IO, INTEL, NetOps and Space policies and procedures.

Effect: IO, INTEL, NetOps, and Space policies and procedures are consolidated and standardized.

- Objective owner: N5

Measures of Performance

- By June 2009, 100% of policies and procedures issued by NETWARCOM HQ and Subordinate commands are reviewed
- By December 2009, 100% of policies and procedures across IO, INTEL, NetOps, and Space are standardized

2.5. Review, develop and/or revise Doctrine/Tactics, Techniques, and Procedures (TTP) in support of IO, INTEL, NetOps, and Space based on TTP gaps identified.

Effect: Timely Doctrine/TTP is delivered to the Fleet in response to gaps identified through various working groups, conferences, lessons learned and Fleet feedback.

- Objective owner: N5

Measures of Performance

- On an annual basis, 100% of Navy IO, INTEL, NetOps, and Space Lessons Learned are reviewed to identify TTP gaps
- Provide final draft Doctrine/TTP to appropriate releasing authority within one year once gap is identified
- On an annual basis, 30% of NETWARCOM assigned Navy Warfare Publications (NWPs), Navy Tactics, Techniques, and Procedures (NTTPs), Allied Coalition Publications (ACPs), and Navy Telecommunications Publications (NTPs) are reviewed and updated as measured by the N5 Task List
- On an annual basis, 20% of NETWARCOM NWPs, NTTPs, and NTPs are developed based on Fleet-identified doctrine and TTP gaps as measured by the N5 Task List
- On an annual basis, recommendations on 100% of Joint, Allied/Coalition, and other Service doctrine sent to NETWARCOM are reviewed and provided as measured by the N5 Task List

2.6. Provide Information Operations and SIGINT expertise, planning and support to Operational Commanders and supported national entities.

Effect: Situational awareness and prioritization of IO and SIGINT operations and abilities to meet Fleet demands is maintained. A Force structure that balances mission accomplishment with OPTEMPO is established and maintained. Follow-on actions to correct capability shortfalls are enforced.

- Objective owner: N3

Measures of Performance

- On a monthly basis, 100% of validated Fleet SIGINT DIRSUP requirements are considered and resolved to Fleet Commander satisfaction as measured by occurring or post-deployment reports, feedback, and briefings
- On a monthly basis, 100% of validated IO personnel support requirements are appropriately tasked and resolved to Fleet Commander satisfaction as measured by occurring or post-deployment reports, feedback, and briefings
- On an as-needed basis, 100% of requests for IO Planners are met with qualified individuals as measured by assessed inventory versus demand
- On an as-needed basis, 100% of IO and SIGINT-related RFI and RFA are appropriately tasked and resolved to Fleet Commander satisfaction via in-place or virtual support
- By March 2009, develop and implement a method to measure IO and SIGINT OPTEMPO
- By August 2009, develop and implement a process to use DRRS-N to measure IO and SIGINT personnel requirements
- By September 2009, capabilities in place to detect, locate, exploit and counter 90% of Fleet Signal of Interests (SOIs) as measured by the priority list of Signals

2.7. By September 2010, promote within the Navy a culture of global awareness of information operations from operational impacts and their transregional implications.

Effect: Situational awareness of theater objectives, effects, messages and themes for all areas of responsibility (AOR) is maintained. The current intelligence picture for each AOR is closely monitored. Analysis is conducted to identify opportunities and inconsistencies globally. Effects analysis is shared across AOR boundaries. Issues of contention are elevated where necessary for resolution at higher echelon.

- Objective owner: N3

Measures of Performance

- By June 2009, establish a process and repeatable venue for transregional coordination between Numbered Fleets
- By June 2009, establish a transregional effects library to document significant AOR concerns that exist relative to other AORs
- By August 2009, conduct ongoing effect analysis and coordination

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2.8. Ensure the availability and security of the Navy's portion of the Global Information Grid (GIG).

Effect: The network is robust, reliable, available, and secure. Situational awareness (SA) of Navy commands' NetOps necessary to prioritize assets is maintained and effective follow-on actions are communicated. Reporting criteria for Navy commands is maintained and enforced.

- Objective owner: N3

Measures of Performance

- On a daily basis, ensure 100% of Casualty Reports (CASREPs), COMSPOTs, and outage / anomaly reports from CONUS, OCONUS, and Navy Operations Centers (NOCs) are tracked and reported daily and appropriately tasked for resolution
- By June 2009, network outage and anomaly status is posted globally to 100% of affected stakeholders and operational partners
- By June 2009, Enterprise Network Management System (ENMS) reporting to track CASREPs, COMSPOTs, and outage / anomaly reports is implemented

2.9. By October 2010, develop a coordinated executable strategy to ensure effective operational transition from NMCI to NGEN.

Effect: A smooth and seamless transition from NMCI to NGEN is achieved.

- Objective owner: FITT

Measures of Performance

- By May 2009, detailed NGEN Situational Awareness requirements and Command and Control functions and tasks are defined
- By October 2009, regional authorities and responsibilities are defined
- By October 2009, NetOps personnel and training requirements are defined

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2.10. By October 2010, provide the appropriate level of effective NMCI Command and Control.

Effect: NETWARCOM exercises full operational Command and Control of NMCI.

- Objective owner: FITT

Measures of Performance

- By October 2010, organizational alignment requirements are developed through detailed organization diagrams, and missions, functions, and tasks that support NGEN at each NetOps organization
- By October 2013, the NetOps workforce is in place and fully trained as measured by DRRS-N reports for the NGEN mission area
- By October 2013, ensure Command and Control processes are in place to assume operational control of NGEN as measured by an operational assessment of NetOps commands to perform C2 functions and tasks
- By October 2013, infrastructure and tools are in place as measured by DRRS-N reporting of system readiness

2.11. Provide and maintain space and network situational awareness, subject matter expertise, and reachback support to operating forces and staffs.

Effect: Situational awareness (SA) of space operations necessary to inform Fleet consumers and influence of follow-on actions is maintained. Rapid promulgation of degradation or threat to space assets / operations is provided. Operating forces and staffs regularly consume space SA and subject matter expertise (SME) and incorporate into plans, exercises, and operations.

- Objective owner: N3

Measures of Performance

- On an ongoing basis, 90% of deployed ESG/CSG utilize reachback services as measured by post-deployment reports and lessons learned
- On an ongoing basis, 90% of MHQ/MOC staffs utilize reachback services as measured by operational commander reports
- On an ongoing basis, 90% of space and network Commander's Critical Information Requirements (CCIRs) are gathered before notification by higher HQ
- On an ongoing basis, 100% of space and network Requests for Information (RFIs) are filled or staffed to responsible organization within 24 hours, as tracked by the Battlewatch Captain

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2.12. In support of managing risk to Navy Networks, conduct accreditations to meet Federal Information Systems Management Act (FISMA) goals and complete transition to DOD Information Assurance Certification and Accreditation Program (DIACAP).

Effect: All Navy networks and systems are accredited to minimize risk. DIACAP requirements are completely implemented within the Navy.

- Objective owner: DAA

Measures of Performance

- By December 2009, 33% of Networks, systems, and Sites are transitioned to DIACAP in accordance with DODI 8510.01
- On a quarterly basis, 90% of Navy NIPRnet and SIPRnet Defense Information Systems Network (DISN) circuits and associated networks achieve full accreditation in accordance with DODI 8510.01
- On a quarterly basis, 90% of Navy sites achieve full accreditation in accordance with DODI 8510.01
- On a quarterly basis, 90% of application and systems are accredited to meet DON and DOD FISMA goals in accordance with DODI 8510.01

2.13. By January 2010, develop and maintain a compliance and assessment program to ensure the security of our networks and minimize risk to the GIG.

Effect: A robust compliance and assessment program ensures network infrastructure, policies, and procedures meet higher-level requirements.

- Objective owner: N3

Measures of Performance

- On an annual basis, 100% of Category 1 vulnerabilities are mitigated/resolved within 15 business days in accordance with JTF-GNO policy
- On an annual basis, 100% of Category 2 and 3 vulnerabilities are mitigated/resolved within 45 business days in accordance with JTF-GNO policy
- On an annual basis, ensure 100% of commands' Protected Distribution System (PDS) are certified by SPAWAR before connecting to the GIG as reported by DAA
- By June 2009, 100% of Navy commands are aligned with an Information Assurance Vulnerability Management (IAVM) compliance assessment program
- On an annual basis, 10% or lower discrepancy between the Command's reported IAVM compliance value and the actual compliance value reported by outside inspectors
- By June 2009, 100% of Navy commands are aligned with a CTO Compliance tracking program
- On an annual basis, 10% or lower discrepancy between the Command's reported CTO compliance value and the actual compliance value reported by outside inspectors

Goal 3: Develop the Workforce to Meet Current and Future Requirements

Supporting Objectives

People

3.1. By January 2010, create and implement NNFE-sponsored Communities' Strategies for Our People. (N1)

3.2. Create and implement a NETWARCOM domain Manpower Architecture/resourcing strategy. (N1)

3.3. Develop a domain-wide workforce strengthened by diversity for long-term success. (N1)

3.4 Develop NETWARCOM "Employer of Choice" strategies in alignment with USFF guidance. (BIG)

Develop the Workforce to Meet Current and Future Requirements

3.1. By January 2010, create and implement NNFE-sponsored Communities' Strategies for Our People.

Effect: Centralized leadership and management for career progression and force shaping is provided for IW/CT (AC/RC), IP/IT (AC/RC), and Space Cadre. DOD community career workforce strategies ensure optimal recruiting, accessions, retention, training, and advancements/promotions.

- Objective owner: N1

Measures of Performance

- On a quarterly basis, 90% of NNFE workforce billets authorized / current on board (BA/COB) have correct NEC as measured by Cognos
- By June 2009, 90% of all first-tour intelligence officers complete the Fleet Intelligence Professional Qualification Program (PQP) within 24 months of graduation from Naval Intelligence Officer Basic Course (NIOBC)
- By June 2009, 80% of all first-term Intelligence Specialists have required NECs before their initial sea duty assignment
- By September 2009, a process for assessing percentage of workforce achieving timely promotions is developed
- By September 2009, a process for assessing percentage of workforce completing identified community training is developed
- By January 2010, a process is developed to capture feedback and ensure updating of the Fleet Intelligence PQP for NCCs, MHQ/MOCs, and other TYCOMs

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3.2. Create and implement a NETWARCOM domain Manpower Architecture/resourcing strategy.

Effect: Manpower resourcing, structure and functions (to include C2, leadership, and support billets) provide optimal structure and are consistent with Navy and Community strategies.

- Objective owner: N1

Measures of Performance

- By May 2009, a 3-year phased plan is developed to validate manpower requirements at all subordinate commands
- By September 2009, a process to properly align National Intelligence Program (NIP)/Military Intelligence Program (MIP) billets to current mission is developed
- By September 2009, a process to properly align NetOps/Space billets to current mission is developed

- By September 2009, a process to properly align Command/support function billets to command needs is developed
- On an annual basis, the number of shore Unit Identification Codes (UICs) with operational shore designation is increased as measured by Cognos
- By January 2010, Fleet Intelligence manpower initiatives are integrated into NETWARCOM domain Manpower processes

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3.3. Develop a domain-wide workforce strengthened by diversity for long-term success.

Effect: The collective talents and contributions of all individuals are valued and utilized regardless of difference and/or similarity.

- Objective owner: N1

Measures of Performance

- On an annual basis through a NETWARCOM domain-wide survey, satisfaction ratings of 90% are achieved, indicating that talents, skill sets, and values are utilized and incorporated
- On an annual basis, personnel participation in affinity group conferences is increased by 10%
- On an annual basis, outreach partnerships with external/non-Navy organizations are increased by 10%
- By September 2009, 90% of NETWARCOM commands have an active mentorship program in place

3.4. Develop NETWARCOM "Employer of Choice" (EOC) strategies in alignment with USFF guidance.

Effect: NETWARCOM is recognized for its leadership, culture, and management best practices. Workforce management best practices and training/professional development are in place to attract, optimize, and retain top talent.

- Objective owner: BIG

Measures of Performance

- Develop programs and strategies in alignment with the USFF "Employer of Choice" initiative that provide civilian and military personnel with training; professional growth and development opportunities; recognition for performance and contributions; and social and community engagement opportunities

Goal 4: Deliver Capabilities at Best Mission Value through the Enterprise

Supporting Objectives

Enterprise

4.1. Provide oversight and program management to ensure completion of NNFE-specific goals. (NNFE)

Requirements

4.2. Collect, evaluate and submit requirements for capabilities in NetCentric Operations, Battlespace Awareness, and Command and Control. (N8)

4.3. As the operational agent, align capabilities utilizing CONOPS, Architecture and Roadmaps to drive the Joint Capabilities Integration Development Systems (JCIDS) process. (N8)

Information Assurance

4.4. Ensure Enterprise Management for Public Key Infrastructure (PKI) and Host Based Security Systems (HBSS). (CIO)

Networks

4.5. Ensure Enterprise Program Management for long-haul connectivity through the Navy Circuit Management Office (NCMO). (CIO)

4.6. Ensure Enterprise Program Management for OCONUS Navy Enterprise Network (ONE-NET). (CIO)

4.7. Ensure enterprise program management for SCI networks afloat and the Navy managed portion of the National Security Agency Network (NSANet). (CIO)

INTEL

4.8. By January 2010, deliver optimized Fleet Intelligence capabilities across all Naval Warfare areas fully synchronized with IO, NetOps and Space capabilities. (DFI)

CARS

4.9. By September 2010, improve Navy Enterprise security posture. (CARS)

4.10. By September 2010, reduce Navy network infrastructure. (CARS)

4.11. Enforce enterprise behavior to prepare the way for the future Naval Network Environment (NNE). (CARS)

Deliver Capabilities at Best Mission Value through the Enterprise

4.1. Provide oversight and program management to ensure completion of NNFE-specific goals.

Effect: The Enterprise approach is incorporated across the Domain through DOTMLPF solutions, oversight of C4I capabilities, current and future readiness capabilities, and workforce development.

- Objective owner: NNFE

Measures of Performance

- On a quarterly basis, NETWARCOM responsibilities in support of NNFE strategic initiatives are on track as measured by NNFE quarterly (and End-of-Year) Assessments

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4.2. Collect, evaluate and submit requirements for capabilities in NetCentric Operations, Battlespace Awareness, and Command and Control.

Effect: Requirement are communicated and shortfalls are prioritized and adjudicated.

- Objective owner: N8

Measures of Performance

- On a monthly basis, executive Configuration Control Boards (ECCB) are conducted and feedback on requirements seams and gaps is provided
- On an annual basis, fleet deficiencies/gaps are provided to OPNAV through the Integrated Priority List (IPL) and front end assessments
- On an annual basis, through discussions with OPNAV and USFF N8, ensure that IPL priorities are advocated and supported in upcoming POMs/PRs

4.3. As the operational agent, align capabilities utilizing CONOPS, Architecture and Roadmaps to drive the Joint Capabilities Integration Development Systems (JCIDS) process.

Effect: Resources are prioritized and funded. Priority gaps are funded as a result of POM submission.

- Objective owner: N8

Measures of Performance

- Meet CONOP deliverable dates as assigned by US Fleet Forces
- Fulfill operational architecture duties as assigned by OPNAV
- Integrate roadmaps to C4ISR capabilities as assigned to POM Program Review

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4.4. Ensure Enterprise Management for Public Key Infrastructure (PKI) and Host Based Security Systems (HBSS).

Effect: PKI and HBSS program strategies and tools for Navy networks are implemented and overseen to promote a sound Information Assurance posture.

- Objective owner: CIO

Measures of Performance

- On an annual basis, 100% of Navy Public Key Infrastructure (PKI) is in compliance in accordance with JTF-GNO CTO 07-15 Rev 1 and NETWARCOM CTO 08-07
- On an annual basis, 100% of HBSS is in compliance in accordance with JTF-GNO CTO 07-12 and NETWARCOM CTO 07-10A

4.5. Ensure Enterprise Program Management for long-haul connectivity through the Navy Circuit Management Office (NCMO).

Effect: DON long haul terrestrial requirements are met to support warfighters needs, and the overall provisioning process is managed and reviewed to measure the value of that information and its overall effect on the NETWARCOM's performance.

- Objective owner: CIO

Measures of Performance

- On a quarterly basis, Protocol and Bandwidth Usage reports are monitored to determine amount of bandwidth used compared to the amount of bandwidth purchased to ensure best value
- On an annual basis, a 20% cost reduction of leases is achieved through review and revalidation processes as measured by circuits identified as not in use
- On an annual basis, long haul terrestrial leased communications requirements are reviewed and revalidated to achieve an annual 20% cost reduction of leased costs
- On an annual basis, 20% cost avoidance is achieved from capacity planning activities designed to ensure long haul telecommunications best value
- On an annual basis, cost, process improvements, customer satisfaction and quality of service are measured through task performance measurement reports, customer satisfaction surveys, and contractor evaluations
- On an annual basis, benefit-cost analyses are performed to meet circuit provisioning requirements and long haul terrestrial leased communications effectiveness and efficiency improvements are made through post-implementation reviews of provisioned circuits
- On an annual basis, the bandwidth allocation of each DISN Subscription Service (DSS) node hosted by the Navy is monitored and opportunities for network convergence, growth and infrastructure enhancements are identified

4.6. Ensure Enterprise Program Management for OCONUS Navy Enterprise Network (ONE-NET).

Effect: A robust, flexible, reliable, and secure command and control network is in place that supports information requirements for our OCONUS Navy, enables the termination of OCONUS Navy legacy networks, and facilitates transition to Next Generation Enterprise Network (NGEN) in FY2012/2013.

- Objective owner: CIO

Measures of Performance

- On a bi-weekly basis, 95% compliance with directed IAVA/B patch implementations is ensured by conducting and reviewing Secure Configuration Compliance Validation Initiative (SCCVI) scans in accordance with JTF GNO IAVA Management Directives
- On a monthly basis, key performance indicators are monitored to ensure attainment of established NETWARCOM Target Performance and Service Levels
- By January 2010, consistent policy and guidance for ONE-NET operations is developed and implemented
- By March 2011, all OCONUS Legacy networks not designated as 'excepted' are terminated as measured by Chief of Naval Operation (CNO) Goals
- By September 2012, a transition of ONE-NET to NGEN that maintains service delivery to OCONUS Navy customers at designated service levels is enabled

4.7. Ensure enterprise program management for SCI networks afloat and the Navy managed portion of the National Security Agency Network (NSANet).

Effect: Enable Intelligence, Surveillance and Reconnaissance, NetOps, Information Operations and Information Warfare by providing Tactical units and shore intelligence commands, real-time access to national Sensitive Compartmented Information (SCI) databases, network services and collaboration tools necessary to transfer SCI information with US and coalition partners within SCI enclaves.

- Objective owner: CIO

Measures of Performance

- On a monthly basis, key performance indicators are monitored to ensure attainment of approved Service Level objectives
- By October 2009, 60% of Navy NSANET site Zero Base Reviews are completed in accordance with NETWARCOM Zero Base Review Plan
- By December 2009, a Plan of Action and Milestones (POA&M) is established for Navy NSANET Active Directory Organizational Unit structure for ashore and tactical units
- By December 2009, installation of NSANET enclave is achieved on 100% of available EP3 surge aircraft
- By January 2010, consistent policy and guidance is developed and implemented for Navy NSANET operations
- By January 2010, develop a transition POA&M shifting Joint Worldwide Intelligence Communications System (JWICS) responsibility from the Office of Naval Intelligence to NETWARCOM

4.8. By January 2010, deliver optimized Fleet Intelligence capabilities across all Naval Warfare areas fully synchronized with IO, NetOps, and Space capabilities.

Effect: Provide Fleet with integrated/optimized intelligence forces to support the full range of operational capabilities.

- Objective owner: DFI

Measures of Performance

- By February 2009, DFI is represented on all boards, cells, working groups, and teams that support NNFE efforts
- By May 2009, DOTMLPF requirements are fully documented for fleet intelligence operations through a maturity model construct
- By January 2010, tailored force packaging models are developed to enable intelligence capability to be deployed as part of an integrated decision superiority team

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4.9. By September 2010, improve Navy Enterprise security posture.

Effect: Initial Operational Capability (IOC) is attained for standard, centrally-managed IA/CND Suites for Navy Excepted Networks connected to NIPRNET and SIPRNET, and for automation of Certification & Accreditation (C&A) workflow.

- Objective owner: CARS

Measures of Performance

- By September 2009, 60% of NIPR/SIPR IA/CND suites are installed
- By September 2009, C&A Support Tool (CAST) contract is awarded by PEO C4I and initial implementation is complete
- By September 2010, 100% of NIPR/SIPR IA/CND suites are installed

4.10. By September 2010, reduce Navy network infrastructure.

Effect: Navy's shore secret and below IT infrastructure are reduced in accordance with CNO-established goals.

- Objective owner: CARS

Measures of Performance

- By September 2009, 70% of Navy's network portfolio are reduced as measured in DON Application Database Measurement System (DADMS)
- By September 2010, 90% of Navy's network portfolio are reduced as measured in DADMS

4.11. Enforce enterprise behavior to prepare the way for the future Naval Network Environment (NNE).

Effect: Navy IM/IT management follows best practices for a cost-effective, enterprise service delivery model at the Navy Enterprise level and across all Echelon II commands. Financial efficiencies are identified, and OPNAV financial realignments are approved.

- Objective owner: CARS

Measures of Performance

- By February 2009, 100% of requirements for new capabilities being fielded during CARS are documented in User Needs Statements (UNS)
- By April 2009, IT asset and financial management (ITAM) processes and data standards are established and delivered to NGEN SPO for formal acquisition of automated ITAM tool set
- By September 2009, 80% of Navy's public-facing web sites are consolidated to DISA DECC
- By December 2009, 100% of Navy's public-facing web sites are consolidated to DISA DECC
- By December 2009, Initial Operational Capability (IOC) attained and completed for 7 data/application hosting centers (5 CONUS, including 1 DISA, and 2 OCONUS)

Glossary of Terms

Baseline Current performance level to be used as a comparison for future performance levels.

Best Mission Value Providing the right capabilities, including compatible technologies and optimal decision making tools, at the lowest cost while enabling accomplishment of a mission.

C4I Command, Control, Communication, Computers, and Intelligence.

C5 Command, Control, Communication, Computers, and Combat Systems.

C5I Command, Control, Communication, Computers, Combat Systems, and Intelligence.

Commander's Critical Information Requirements (CCIRs) Information requirements identified by the commander as being critical in facilitating timely information management and the decision-making process that affect successful mission accomplishment. The two key subcomponents are critical friendly force information and priority intelligence requirements.

Consensus A decision by a group that is acceptable to them, but is not unanimous nor arrived at by a vote. All members support the decision, even without universal agreement.

Continuity of Operations Plan (COOP) A procedure for reestablishing operations after a disaster occurs. The major elements of a COOP are: plans and procedures, identification of essential functions, delegations of authority, orders of succession, alternate facilities, interoperable communications, vital records and databases, and tests, training, and exercises. COOPs provide the necessary discipline and processes to enable an organization to protect itself from vulnerability. Organizational survival can depend upon the COOP and its proper implementation.

Cross-functional team A team whose membership includes those from more than one organizational function and who have responsibility for some portion of an identified process.

Customers The person or group who establishes the requirements of a process and receives or uses the output (products, services, or deliverables) of that process. Customers may be either internal or external.

Cyber The interdependent network of information technology infrastructures, including the Internet, telecommunications networks, computer systems, and embedded processors and controllers. Cyberspace exists across the other domains of air, land, sea, and space and is a domain characterized by the use of electronics and the electromagnetic spectrum to store, modify, and exchange data via networked systems and associated physical infrastructures.

Decision Superiority The ability to take advantage of superior information, convert it to superior knowledge and make better decisions that are arrived at and implemented faster than an opponent can react, or in a noncombat environment, at a tempo that allows the commander to shape the situation, react to change, and accomplish his mission. Decision superiority can result from superior knowledge or superior ability to make decisions. Thus, superior knowledge can enable but not ensure decision superiority.

Domain All commands reporting directly to NETWARCOM headquarters.

Doctrine, Organization, Training, Material, Leadership, People and Facilities (DOTMLPF) An acronym used by the United States Department of Defense to remind staff planners of the issues to be considered whenever establishing a new national security capabilities.

Defense Readiness Reporting System – Navy (DRRS-N) The Navy's capabilities-based readiness reporting system fully aligned and interoperable with the DOD DRRS. This system measures and reports on the readiness of military forces and the supporting infrastructure to meet missions and goals assigned by the Secretary of Defense.

Direct Support (DIRSUP) Uniquely skilled enlisted and officer IO and SIGINT personnel and equipment who are deployed world-wide to shore installations, surface ships, aircraft and submarines who augment Fleet surface, air, submarine, NECC and SPECWAR units in support of validated maritime commanders and Joint requirements. Augmentation is based on a coordinated Fleet Global Augmentation Policy message and validated Fleet requirements.

Enterprise An organization considered as a whole entity or system. Enterprises today are viewed as open systems, interacting with other systems and with their environments, as opposed to closed systems that are self-sufficient.

Feedback Communicating information about a system or process to the system or process owner. If the feedback is positive, it is intended to reinforce behavior of the system. If the feedback is negative, it is intended to correct behavior of the system.

Global Information Grid (GIG) A single secure network grid providing seamless end-to-end capabilities to all warfighting, national security, and support users.

Goal A long-range performance target that is consistent with an organization's mission, usually requiring a substantial commitment of resources and achievement of short-term and mid-term supporting objectives, and moves an organization closer to realizing its vision.

Information Assurance (IA) The set of methods and techniques employed to protect information, including all of the aspects of CIANA (confidentiality, integrity, availability, nonrepudiation, and authentication). It also includes preparation for and execution of methods for threat protection, detection, reaction, and the restoration after attacks.

Information Superiority (IS) The capability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same. Information superiority is achieved in a noncombat situation or one in which there are no clearly defined adversaries when friendly forces have the information necessary to achieve operational objectives. That degree of dominance in the info-domain which allows friendly forces the ability to collect, control, exploit, and defend info without effective opposition.

Information System (IS) The entire infrastructure, organization, personnel, software, and components that collect, process, store, transmit, display, disseminate, and act on information.

Information Warfare (IW) Offensive and defensive use of information and information systems to exploit, corrupt, or destroy an adversary's information and information systems while protecting one's own.

Input Materials or information used to produce a product or service.

Input Measure Describes the resources used by the organization. These measures include funding, time, and staffing.

IPCL Integrated Priority Capabilities List.

IPL Integrated Priority List.

KPI (Key Performance Indicator) The key evidence with which to measure performance.

Manning Human resources available to the Services that can be applied against manpower requirements.

Manpower Human resources needed to accomplish specified work loads of organizations.

Measurement A criterion, basis, or standard for comparison.

Measure of Performance (MOP) A criterion used to assess friendly action that is tied to measuring task accomplishment. MOPs show if the right things are being done (Actions). MOE and MOP are an abstract representation of *Actions vs. Effects*.

Metric A measure of success of a project or operation. Metrics generally are numerical and/or statistical. Criteria for measurement: accurate (valid, reliable), relevant (important, credible), and practical (economic, timely, simple, tamper proof). Means must be preestablished to understand the metric information. A common practice is to compare the measured results against some preselected standard, such as an industry benchmark. Metrics are necessary because measurement is necessary for control and process management.

MITES Monthly Import Training Exercise.

Mission An enduring statement of purpose. Describes what the organization does, who it does it for, and how it does it.

NCMC Navy C5I Maintenance Committee.

NCTE Navy Continuous Training Environment.

NEC (Navy Enlisted Classification) System for supplementing the enlisted rating structure in identifying personnel on active or inactive duty and billets in manpower authorizations.

Objective Specific, measurable, short-term and mid-term performance targets necessary for achieving long-term goals; describes who will do what by when.

Operational Definition Agreed upon meanings of terms and concepts stated so they can be specifically measured.

Operational Partners Operational forces to whom NETWARCOM is responsible to ensure a secure and available network to execute the Navy's warfighting mission.

Operations A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. The process of carrying on combat, including movement, supply, attack, defense, and maneuvers needed to gain the objectives of any battle or campaign.

Our Values The values and philosophy of an organization that guide the behavior of its members.

Outcome Something that follows as a result or consequence.

Outcome Measurement An assessment of the results of a program compared to its intended purpose. Indicator of how well the product or service satisfied end-users needs.

Output The products or services produced by a process.

Output Measure Describes the goods and services that are produced. These measures could include product units or hours of service provided.

Plan of Action and Milestones (POA&M) A tool used to provide a clear focus on the tasks that need to be accomplished; shows responsibility and resource requirements, includes measures, and provides a method for tracking the status of actions.

Portfolio Capabilities, capacities, and services. Portfolios include current and future products / services and include products that will soon be discontinued, as well as the timeframe of those actions.

Reachback Services Technical, analytic and operational support provided to forward tactical units by shore or rear echelon elements.

Readiness The ability of forces, units, weapon systems, and/or equipment to deliver the outputs for which they were designed, including the ability to deploy and employ without unacceptable delays.

Requirements (Future and Current) An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. The level of military forces that needs to be attained within a finite time frame and resource level to accomplish approved military objectives, missions, or tasks.

SDB (Satellite Database) Joint Chiefs of Staff (JCS) J6 sponsored database that captures Service and COCOM satellite communications requirements, both of which are future needs from next generation systems.

Signals of Interest (SOIs) Signals of technical or tactical interest to national or Fleet customers. Fleets maintain a coordinated SOI priority list.

Stakeholders The groups and individuals inside or outside the organization who affect and are affected by the achievement of the organization's vision, mission, goals, and objectives.

Strategy A means for achieving a long-range strategic goal; explains how the goal will be attained.

Supplier The person or group who provides an input to a process.

UNS (Universal Needs Statement) The UNS acts as a “work request” for current and future C5ISR / IO capabilities. It identifies deficiencies, redundancies, and desired operational enhancements in the Fleet.

UNTS User Needs Tracking System.

Vision An idealized view of *where or what* an organization would like to be in the future.